COMPETENCY BASED HUMAN RESOURCE PRACTICES AND ITS IMPACT ON EMPLOYEE ENGAGEMENT-AN EMPIRICAL STUDY

N. Jayaradha* Dr. V. Tulasi Das**
*Research Scholar, Dept. of HRM, Acharya Nagarjuna University, Guntur.
**Head, Dept. of HRM & MBA (HA), Acharya Nagarjuna University, Guntur.

Abstract
The continuous fluctuations in global competition, increased quest for operational effectiveness, scarce and expensive resources, skill deficiencies etc. Organizations need abundant tacit knowledge bases in the form of employees. The study presents the overview of IT industry blended with the aspects like the current HRM scenario and the future challenges from HR perspective. The significance of the study is providing a discussion of interventions of competencies from individual and organizational perspectives that are necessary to create engaging workplaces. The aim of the study is to portray how Competency based HR Practices improves competency in employees in the most effective manner and also align competency with the core values, goals and norms of organization. The study involves purposive sampling technique and statistical tools used are correlation and regression Methods. The study explores the possible linkage of both the aspects of the title Competency Based HR Practices and Employee Engagement through proposing the impact of former on later.

Introduction

Global surveys on engagement indicated that less engaged workers are omnipresent irrespective of country and nature of work. At the same time that past two decades of research on engagement proved that activating engagement at workplace can address lot of complexities at work place. With increased workforce and changing demographics, Information Technology Industry encountered rapid growth in business potential on one side and progressing Human Resource Management issues on other side. Diversity and attrition are two biggest challenges that HRs around the world are facing. Activating engagement characteristics at work place is one tool in hand with managers. Many consultants and experts already suggested that it is compulsory for the companies to measure engagement annually to produce better business results and meaningful workplaces. Hence engagement in IT sector is the need of the hour. The approach of the study is to measure Competency Based Human Resource Practices and its Impact on Employee Engagement.

Employee Engagement (EE) is one such factor that enables the employee to have right mindset and work perspective about dynamics of objectives and performance in an organization on the other hand **Competency Based Human Resource Management Practices (CBHR)** focuses on fulfilling organizations' mission and productivity and also enhances the role of traditional HR system which mainly focuses on fulfilling compliance activities. Competency based approach in HR system is much needed in the industries who are more diversified, technological change sensitive, accelerated market and value driven, continuous need of productivity maximization, rapid need of knowledge capital, team oriented culture based, empowerment driven and in continuous need of multi perspectives (**Hizajeh, 2011**).

Literature review

McClelland (1973) was the first to identify the need of additional component to assess the requirements and outcomes of a specific job. He argued the success of the job performance cannot be assessed by the traditional rating systems and grading and ranking. He proposed the addition of the component called 'Competencies' to assess the performance of a task. So companies have enlist the required competencies to fulfill a job. **Klemp 1980)** attempted to define the component competency that required assessing the performance of a job. He defined it as an underlying characteristic that present in the performer that when utilized increases the efficiency and effectiveness of performance.

Hogg (1989) presented a new perspective about the application of competency at workplaces. According to him managers ability to perform a certain job in successful manner is called competency. In addition the manager's

Research Paper
Impact Factor: 5.646
Peer Reviewed & Indexed Journal
www.ijmsrr.com

IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

ability to transfer that competency from one to another i.e., should train the team or the people working under with specific skill set.

Dubious (1993) in his study attempted to bring forth the detail that competencies drive performance. In order to link the competency with business, he proposed learner centered strategies that emphasize the importance of inculcating competencies at workplaces through training. Availability of skill set and certain competencies at work places motivate people to perform and sometimes to attempt beyond. This is one way to link competency with business outcome. He proposed a step to step training of competencies through different measures like audio-video and lecture training. **Spencer & Spencer (1993)** divided competency into five different forms. He defined that competency is an underlying characteristic that is there in everybody in these five forms namely; motives, traits, self-concept, knowledge and skills. Motives are the drivers that encourage a person to carry certain action or job or task. Traits are individualistic specialized abilities of every person either in physical or emotional or behavioural forms. Self-concept is a single statement that defined one's personality. This is the essence of how one views themselves. Knowledge is the general subject or information that one acquires to do any act. A skill set is the ability to apply what they know with individual trait in it. Few forms of competencies are hidden in person that needs to be identified and few others are to be trained.

Margaret, Heffernan & Patrick. Flood (2000) proposed a model for the adoption of competency approach in human resource management. This work also explored the possible linkage of CBHRM with business level outcomes. The major outcome of the study concluded the adoption of CBHRM is must for companies who look forward to become high performing organizations. Being cross sectional in design, the study leaves further scope of investigating adoption of CBHRM at all levels of organizations and its outcomes. **Paul &Anantharaman (2002)** conducted the empirical study on the impact of HRM practices on competence of IT professionals in India. The study investigated the relationship between competence and HRM and tried to understand a uniform pattern. The study proved the positive association between HRM and the competence. Clearly staffing management, compensation management and performance management made significant impact and others like induction training, work environment and career development did not show any significant difference in the study area. **Palan (2003)** proposed a model of competency for organizations. It contains four categories like core competencies, role of skills, behavioral competencies and functional competencies. According to the study core competencies ate the competencies that can contribute to strategic advantage since they are unique form other organizations. The author also stated that behavioral competencies are underlying characteristics of managers that contribute to specific tasks of organization. Core competencies play a prominent role in the effective performance of organization as well as individuals.

Schoonover (2003) studied the role of HRM in organizations in three sixty degree perspectives. He identified the dual role of HRM as active role in business contributions through performing domain functions of HR and innovative role in developing employees and their competencies. Hence by aligning both he stated the future role of HR. value proposition and competency development are the two main functions of future HR. value propositions through crating roles called HR strategist, HR Generalist, HR Specialist and competency development through improving certain set of competencies like personal competencies, leadership competencies, managerial competencies and job competencies. **Han et al. (2006)** conducted an insightful research by investigating the perceptions of both employees (1262) and HR managers (350) about the link of effectiveness and competency from HR perspective. The study interpreted that field experience competency is highly correlated with effectiveness. The study revealed the inclusion of change management as managerial competency for HR managers. There competencies that have significance in this study is field experience, business knowledge and change management. **Ramlall (2006)** collected primary data through survey instrument form 108 HR professionals to understand the predictor role of competency in organizational practices. He revealed that competencies are predictors for organizational effectiveness. There exists a relationship between competency and responsibility of the job and it is intended to study. He revealed the further scope of exploring the dynamics of competency and responsibility according to hierarchy.

Cernusca& Dima (2007) explored the role of competency in progressing one's performance and also in career development. They suggested theta using certain models like competency mapping and performance management facilitates HR managers to understand the balance of energies at work place through placing right persons at right places. Right persons are those with right competencies.

Naqvi (2009) explained the deeper insights of competency and how it strengthened the quality of human resource management for years. The performance of the organizations is mainly dependent on the competencies and quality of its human resources. The author also shed the light on the social and economic factors that influence the performance of organizations. The applications of CBHRM and the evolution of new topic like talent management was discussed with successful example of the companies who are implementing this integration. **Ruddlesdin& Wentworth (2010)** in their study entitled "Competency mapping in leadership quality management of foundation training "studied the role of competency mapping in quality management education. The objective is to understand the process and the outcome of the programme. The objective is to segregate the competencies based on the difficulty of their acquisition through training. Few competencies were observed difficulty in fitting in simulation training and needed another approach. This raised the need to categorize the competency based on the right process of their acquisition at workplaces.

Hizajeh (2011) identified the core competencies that contribute ton effective functioning of HRM in a company called JAWWAL, a tele communication company in Palestine. The main focus sis to understand how competency based approach improves frank and open communication among workers and also makes them understand the process in the most meaningful way, and how the roles and responsibilities of managers and employees are well defined. The study suggested that the adoption of competency based approach and CBHRM is must for companies who are looking to perform high in competition. The alignment of competencies into all business level strategies makes a company unique in its approach. **Krishnaveni (2013)** investigated the applications of competency mapping and the employee perception on it in identifying of current state of competencies. They identified certain job specific competencies relate to study area namely, ability to mutual relationship, communication, adaptability, leadership and overall task proficiency. These competencies are satisfactorily perceived by employees in terms of adequacy. The author suggested as employees identified and perceived these competencies to the fullest extent; the managers should utilize them to create competitive advantage. Hence it is proved that competencies, if given opportunities by manger can create competitive advantage. **Sreedevi (2013)** attempted to do assessment of competencies by administering survey instrument in the study area. The study mainly focused to identify and analyze the current level of competencies by comparing it to al list of standards behavioural competencies. This list includes six segments namely, Action oriented, Adaptability, Building Trust, Client Focus, Innovation, Quality Orientation. The study revealed the gap between standards and the actual in the study area. Managers are suggested to implement corrective actions to fill the gaps. From the study it is interpreted that competency mapping is a technique of filling gaps between standard set of job characteristic and actual characteristics.

Pandey & Guha (2014) studied the role of HR practices in developing employee competencies. It is observed that strategic management has a significant role to pay in this process. It is always HRM practices that defines competencies and the administer processes that develop competencies. This study proved that the intervention of SHRM into this process. With this integration it is easy for mangers to strengthen the process and procedures like mapping competencies, enhancing need of developing managerial competencies at work place, futuristic requirements of competencies to meet challenges, understanding changes in the environment and developing readiness to deal with it, working with different technologies and understanding high risks of automation. **Tripathi & Agarwal (2014)** studied the benefits that organization gain through the adoption of competency based approach in HRM. The benefits are listed as: enhancement in individual performance, CBHRM is effective tool in increasing business outcomes, organizations can achieve competitive edge through CBHRM, make employees more proficient, continuous urge for learning and development. The author suggested that adoption of competency based approach is so appropriate in the current business context. **MaksimsKazakovs (2016)** studied the scope of customizing CBHRM according the needs and specific requirements of organization. The main focus

is to understand the scope of adjusting nature of CBHRM. The study revealed the fact that HRM when combined with competency approach can be customized according to the requirement of competencies. The author revealed the scope of new possibilities in creating automation of transforming CBHRM. According to the author these processes require the transformation of individual goals into competencies. This in turn connects goals to development. **Sonia Bharwani &Parvaiz Talib (2017)** conducted an empirical study to propose a leadership model for hospitality sector. They investigate the specific competencies required by the managers. They proposed 43 items framework consisting of competencies under four categories, Cognitive, Functional, Social and Meta competencies. This study contributed to trainers to design their pedagogical requirements when conducting training on competencies for hospitality managers.

Objective of the Study
To study the impact of Competency Based HR Practices on the dimensions of Employee Engagement in order to understand the scope of alignment of Engagement in regular HR practices.

Hypothesis
Hypothesis: 1_1- There exists a positive influence on dimensions of employee engagement by the practices of Competency Based HRM.
Hypothesis: 1_0- There exists no positive influence on dimensions of employee engagement by the practices of Competency Based HRM.

Methodology
The data was collected through both primary and secondary sources.

Primary Sources
The Primary data was collected through survey method by using the standard scales for measurement of Employee Engagement (EE), Competency Based Human Resource Management (CBHRM).The Primary data was collected through survey method. Survey is conducted on employees from various companies of IT sector spreading Hyderabad by using the standard scales.
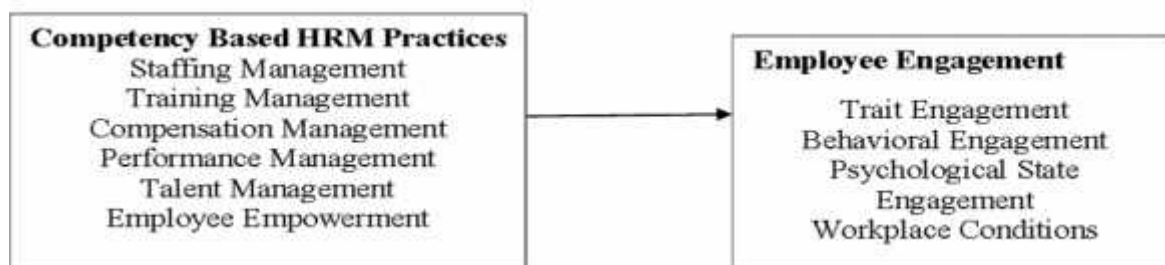
Secondary Sources
The secondary data is collected by using International and national data searches like local library, EBSCO: Master File premier, Business Source premier, Academic Source premier, Google Scholar Search ;SAGE journals, HBR Research; OHIO university Research ,HBR Podcast; Dialog. Furthermore, sources such as textbooks, Internet, magazines and newspapers were used to complete the literature section of this report.

Sample Design
The Total population considered is 870. Purposive Sampling method was used. The nature of the Population were Employees working at operational and tactical levels generally deals with Software Developer, Systems Manager, IT Securities, Project management, Data operations, Networks Services, Business support of select IT companies . Sample size is 750(81.33%). A set of standardized and validated instruments were selected from the structured review of literature and used for the study. The Two instruments on EE, CBHRM were presented as a survey to the participants Statistical tools used are correlation and regression methods.

Variables of the Study

Research Paper
Impact Factor: 5.646
Peer Reviewed & Indexed Journal
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IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

Results and Discussions

Table- 1 Correlation between Employee Engagement and CBHR

Correlations		PSYEG	BHEVEG	TREG	WPLC
SM	Pearson Correlation	.381[**]	.583[**]	.531[**]	.502[**]
	Sig. (2-tailed)	.000	.000	.000	.000
	N	750	750	750	750
EE	Pearson Correlation	.379[**]	.548[**]	.578[**]	.578[**]
	Sig. (2-tailed)	.000	.000	.000	.000
	N	750	750	750	750
CRM	Pearson Correlation	.309[**]	.403[**]	.400[**]	.390[**]
	Sig. (2-tailed)	.000	.000	.000	.000
	N	750	750	750	750
PM	Pearson Correlation	.309[**]	.399[**]	.392[**]	.377[**]
	Sig. (2-tailed)	.000	.000	.000	.000
	N	750	750	750	750
TLM	Pearson Correlation	.283[**]	.370[**]	.377[**]	.353[**]
	Sig. (2-tailed)	.000	.000	.000	.000
	N	750	750	750	750
TRM	Pearson Correlation	.333[**]	.425[**]	.413[**]	.384[**]
	Sig. (2-tailed)	.000	.000	.000	.000
	N	750	750	750	750
**. Correlation is significant at the 0.01 level (2-tailed).					

(Source: Primary Data)

For Psychological engagement, staffing management (.381) and Employee empowerment (.379) found to be highly correlated; Training management (.333), Compensation and reward management (.309) and Performance management (.309) found to be moderately correlated; Talent Management (.283) found to be less correlated. For Behavioural Engagement, staffing management (.583) and Employee empowerment (.548) found to be highly correlated; Training management (.425), Compensation and reward management (.403) and Performance management (.399) found to be moderately correlated; Talent Management (.370) found to be less correlated. For Trait Engagement, staffing management (.531) and Employee empowerment (.578) found to be highly correlated; Training management (.413), Compensation and reward management (.400) and Performance management (.392) found to be moderately correlated; Talent Management (.377) found to be less correlated. For Work place conditions, staffing management (.502) and Employee empowerment (.578) found to be highly correlated; Training management (.384), Compensation and reward management (.390) and Performance management (.377) found to be moderately correlated; Talent Management (.353) found to be less correlated.

Hypothesis: 1.1-
H_o: There is no positive influence on psychological engagement by the practices of Competency Based HRM
H_a: There exists a positive influence on psychological engagement by the practices of Competency Based HRM

Tabel-2 Regression between Psychological engagement and Competency Based HRM
Where PSYEG: Psychological engagement; SM: Staffing management; TRM: Training management; CRM: Compensation and reward management; PM: Performance management; TM: Talent management; EE: Employee Empowerment.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417[a]	.174	.168	.77801
a. Predictors: (Constant), TRM, CRM, SM, TLM, PM, EE				

(Source: Primary Data)

Research Paper
Impact Factor: 5.646
Peer Reviewed & Indexed Journal
www.ijmsrr.com

IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

From the above table it is observed that the correlation coefficient R =.417. It indicates the relation between IT employee Psychological engagement and CBHR is positive and both variables change in the same direction. The coefficient of variation R^2 shows that 17.4% of the variation in the dependant variable (Psychological engagement) is explained by the independent variable (CBHR). The adjusted R^2 indicates the generalizability of the model. It allows generalizing the result taken from the respondents to the whole population. It is noticed that the value of adjusted R^2= .168 is close to the value of R^2= .174. If the adjusted R^2 is excluded from R^2 the value will be (.174-.168= .006). This amount of reduction means that if the whole population participates in the study and the model has been fitted then, there will be.60% less variance in the outcome.

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.921	6	15.820	26.136	.000ᵇ
	Residual	449.733	743	.605		
	Total	544.654	749			
a. Dependent Variable: PSYEG						
b. Predictors: (Constant), TRM, CRM, SM, TLM, PM, EE						

(Source: Primary Data)

The analysis of variance allows us to statistically test the main null hypothesis. The above table shows the results of the ANOVA test, where the F-ratio= 26.136 and the P-value<0.001, this result indicates that there is less than 5% change that a F-ratio of this value would be occur Solely by chance. Since the P-value (<0.001) is smaller than the significant level (0.05), the null hypothesis is rejected and the alternative hypothesis is accepted indicating that CBHR significantly affects IT employee psychological engagement.

Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.994	.158		12.612	.000
	SM	.172	.052	.183	3.290	.001
	EE	.113	.069	.112	1.641	.101
	CRM	.019	.048	.022	.394	.694
	PM	.046	.043	.054	1.063	.288
	TLM	.013	.044	.015	.308	.758
	TRM	.105	.051	.105	2.046	.041
a. Dependent Variable: PSYEG						

(Source: Primary Data)

The results in the above coefficient table revealed that all the dimension of CBHR significantly predicted IT employee Psychological engagement given that their unstandardized Betas were .172 for SM, and .105 for TRM. From the above table it is observed that the regression equation for Psychological engagement is PSYEG = 1.994+ .172(SM)+ .105 (TRM)

Hypothesis: 1.2-
Hₒ: There is no positive influence on behavioural engagement by the practices of Competency Based HRM
Hₐ: There exists a positive influence on behavioural engagement by the practices of Competency Based HRM

Tabel-3 Regression between Behavioral engagement and Competency Based HRM

Where BHEVEG: Behavioural engagement; SM: Staffing management; TRM: Training management; CRM: Compensation and reward management; PM: Performance management; TM: Talent management; EE: Employee Empowerment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605[a]	.366	.361	.62927
a. Predictors: (Constant), TRM, CRM, SM, TLM, PM, EE				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R =.605. It indicates the relation between IT employee Behavioural engagement and CBHR is positive and both variables change in the same direction. The coefficient of variation R^2 shows that 36.6% of the variation in the dependant variable (Behavioural engagement) is explained by the independent variable (CBHR). The adjusted R^2 indicates the generalizability of the model. It allows generalizing the result taken from the respondents to the whole population. It is noticed that the value of adjusted R^2= .361 is close to the value of R^2= .366. If the adjusted R^2 is excluded from R^2 the value will be (.366-.361= .005). This amount of reduction means that if the whole population participates in the study and the model has been fitted then, there will be.50% less variance in the outcome.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	170.103	6	28.351	71.596	.000[b]
	Residual	294.215	743	.396		
	Total	464.318	749			
a. Dependent Variable: BHEVEG						
b. Predictors: (Constant), TRM, CRM, SM, TLM, PM, EE						

(Source: Primary Data)

The analysis of variance allows us to statistically test the main null hypothesis. The above table shows the results of the ANOVA test, where the F-ratio= 71.596and the P-value<0.001, this result indicates that there is less than 5% change that a F-ratio of this value would be occur Solely by chance. Since the P-value (<0.001) is smaller than the significant level (0.05), the null hypothesis is rejected and the alternative hypothesis is accepted indicating that CBHR significantly affects IT employee Behavioural engagement.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.728	.128		13.509	.000
	SM	.326	.042	.375	7.719	.000
	EE	.194	.056	.209	3.479	.001
	CRM	-.030	.038	-.037	-.775	.438
	PM	.029	.035	.036	.814	.416
	TLM	.016	.035	.019	.442	.659
	TRM	.059	.041	.064	1.420	.156
a. Dependent Variable: BHEVEG						

(Source: Primary Data)

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Impact Factor: 5.646
Peer Reviewed & Indexed Journal
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IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

The results in the above coefficient table revealed that all the dimension of CBHR significantly predicted IT employee Behavioural engagement given that their unstandardized Betas were .326 for SM, and .194 for EE. From the above table it is observed that the regression equation for Behavioural engagement is BHEVEG = 1.728+ .326(SM)+ .194 (EE)

Hypothesis: 1.3-
H_o: There is no positive influence on trait engagement by the practices of Competency Based HRM
H_a: There exists a positive influence on trait engagement by the practices of Competency Based HRM

Tabel-4 Regression between Trait engagement and Competency Based HRM
Where TREG: Trait engagement; SM: Staffing management; TRM: Training management; CRM: Compensation and reward management; PM: Performance management; TM: Talent management; EE: Employee Empowerment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596[a]	.356	.350	.65734
a. Predictors: (Constant), TRM, CRM, SM, TLM, PM, EE				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R =.596. It indicates the relation between IT employee Trait engagement and CBHR is positive and both variables change in the same direction. The coefficient of variation R^2 shows that 35.6% of the variation in the dependent variable (Trait engagement) is explained by the independent variable (CBHR). The adjusted R^2 indicates the generalizability of the model. It allows generalizing the result taken from the respondents to the whole population. It is noticed that the value of adjusted R^2= .350 is close to the value of R^2= .356. If the adjusted R^2 is excluded from R^2 the value will be (.356-.350= .006). This amount of reduction means that if the whole population participates in the study and the model has been fitted then, there will be.60% less variance in the outcome.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177.122	6	29.520	68.319	.000[b]
	Residual	321.045	743	.432		
	Total	498.166	749			
a. Dependent Variable: TREG						
b. Predictors: (Constant), TRM, CRM, SM, TLM, PM, EE						

(Source: Primary Data)

The analysis of variance allows us to statistically test the main null hypothesis. The above table shows the results of the ANOVA test, where the F-ratio= 68.319 and the P-value<0.001, this result indicates that there is less than 5% change that a F-ratio of this value would be occur Solely by chance. Since the P-value (<0.001) is smaller than the significant level (0.05), the null hypothesis is rejected and the alternative hypothesis is accepted indicating that CBHR significantly affects IT employee Trait engagement.

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Impact Factor: 5.646
Peer Reviewed & Indexed Journal
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IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.857	.134		13.899	.000
	SM	.165	.044	.184	3.754	.000
	EE	.420	.058	.436	7.215	.000
	CRM	-.079	.040	-.095	-1.975	.049
	PM	.051	.037	.062	1.387	.166
	TLM	.012	.037	.014	.328	.743
	TRM	.033	.043	.035	.769	.442
a. Dependent Variable: TREG						

(Source: Primary Data)

The results in the above coefficient table revealed that all the dimension of CBHR significantly predicted IT employee Trait engagement given that their unstandardized Betas were .165 for SM, .420 for EE and -.079 for CRM. From the above table it is observed that the regression equation for Trait engagement is TREG = 1.857+ .420(EE)+ .165 (SM)- .079 (CRM)

Hypothesis: 1.4-
H$_o$: There is no positive influence on work place conditions by the practices of Competency Based HRM
H$_a$: There exists a positive influence on work place conditions by the practices of Competency Based HRM

Tabel-5 Regression between Work Place Condition and Competency Based HRM
        Where WPLC: Work place conditions; SM: Staffing management; TRM: Training management; CRM: Compensation and reward management; PM: Performance management; TM: Talent management; EE: Employee Empowerment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588[a]	.346	.341	.68852
a. Predictors: (Constant), TRM, CRM, SM, TLM, PM, EE				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R =.588. It indicates the relation between IT employee work place conditions and CBHR is positive and both variables change in the same direction. The coefficient of variation R^2 shows that 34.6% of the variation in the dependant variable (work place conditions) is explained by the independent variable (CBHR). The adjusted R^2 indicates the generalizability of the model. It allows generalizing the result taken from the respondents to the whole population. It is noticed that the value of adjusted R^2= .341 is close to the value of R^2= .346. If the adjusted R^2 is excluded from R^2 the value will be (.346- .341= .005). This amount of reduction means that if the whole population participates in the study and the model has been fitted then, there will be.50% less variance in the outcome.

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Peer Reviewed & Indexed Journal
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IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186.494	6	31.082	65.566	.000ᵇ
	Residual	352.228	743	.474		
	Total	538.723	749			
a. Dependent Variable: WPLC						
b. Predictors: (Constant), TRM, CRM, SM, TLM, PM, EE						

(Source: Primary Data)

The analysis of variance allows us to statistically test the main null hypothesis. The above table shows the results of the ANOVA test, where the F-ratio= 65.566 and the P-value<0.001, this result indicates that there is less than 5% change that a F-ratio of this value would be occur Solely by chance. Since the P-value (<0.001) is smaller than the significant level (0.05), the null hypothesis is rejected and the alternative hypothesis is accepted indicating that CBHR significantly affects IT employee work place conditions.

Coefficients ᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.883	.140		13.460	.000
	SM	.103	.046	.110	2.233	.026
	EE	.537	.061	.537	8.813	.000
	CRM	-.101	.042	-.116	-2.393	.017
	PM	.064	.038	.074	1.659	.098
	TLM	-.010	.039	-.012	-.264	.792
	TRM	.005	.045	.005	.117	.907
a. Dependent Variable: WPLC						

(Source: Primary Data)

The results in the above coefficient table revealed that all the dimension of CBHR significantly predicted IT employee work place conditions given that their unstandardized Betas were .103 for SM, .537 for EE and -.101 for CRM. From the above table it is observed that the regression equation for work place conditions is WPLC = 1.883+ .537(EE)+ .103 (SM)- .101 (CRM)

Finding
1. The Questionnaire of CBHRM we adopted from the literature evolved as suitable tool for the study.
2. There exists a significant statistical relationship between the dimensions of CBHRM and all the dimensions of EE.
3. All the variables of EE are strongly correlated with Staffing Management, Employee Empowerment, and Training Management.
4. There exists strong association between dimensions of CBHRM and EE.
5. Staffing Management and Employee Empowerment are evolved as strong predictors of all dimensions of Employee Engagement.

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E- ISSN - 2349-6746
ISSN -2349-6738

Suggestions

1. Positive correlations between the dimensions of CBHRM and EE are observed in the study. Hence it is suggested to HR Managers to understand the importance of competency-based approach and is advised to align approach more with people and management. Suggested Leadership model for IT to create engaging workplaces.
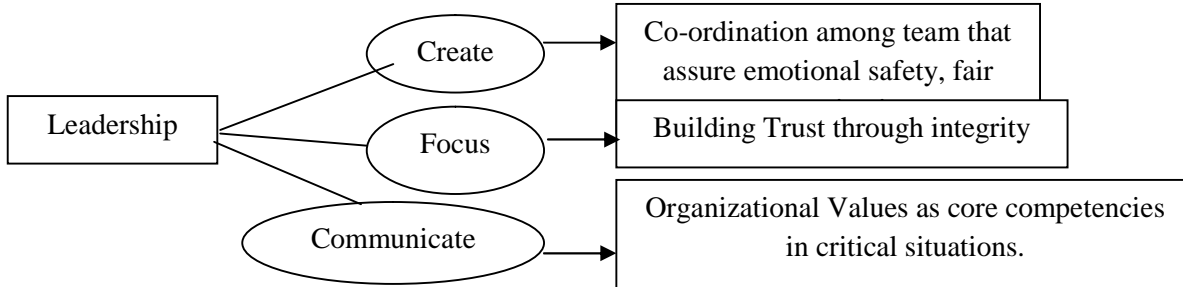
2. It is observed that staffing management, training management and employee empowerment are the most influencing factors on dimensions of employee engagement. Hence it is suggested to emphasize the competency role in selection and recruitment management, induction, training and empowerment.
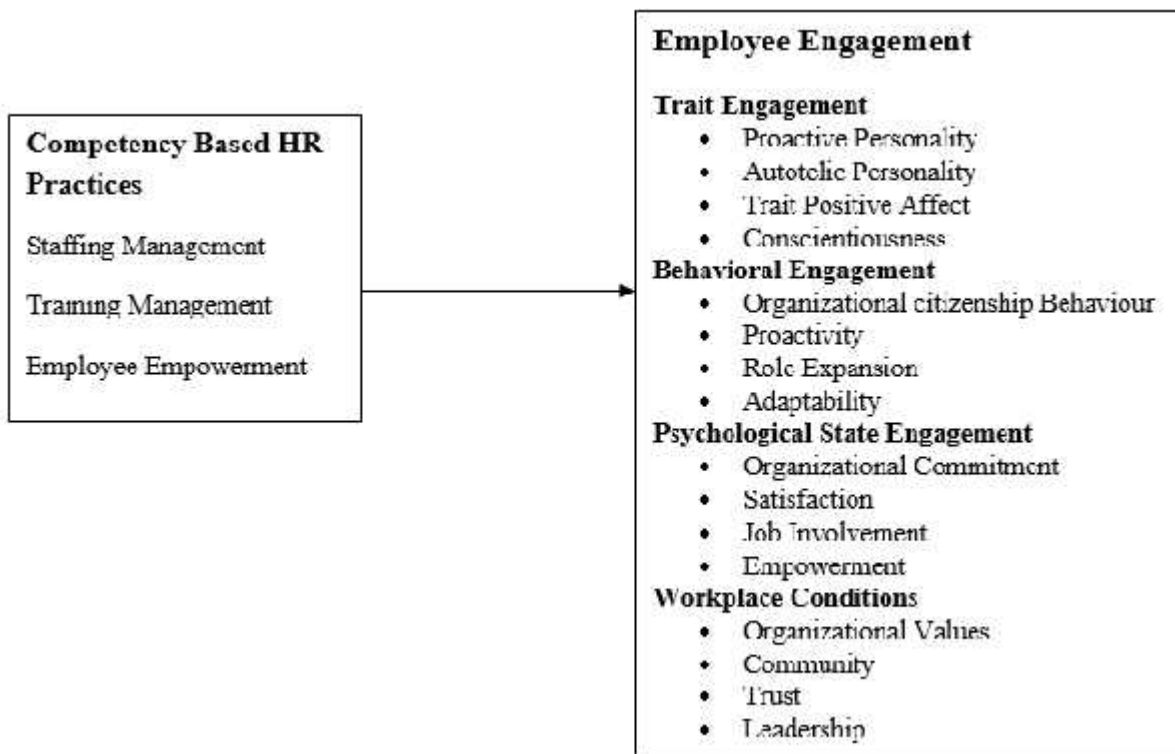
Conclusion

The current study on the required competency approach of HRM is impacting the dimensions of employee engagement in a better add-on to the literature. The suggested framework implies that there is significant statistical influence on the dimensions of employee engagement by the CBHRM practices.

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